



# Food Management Assistance Team Overview



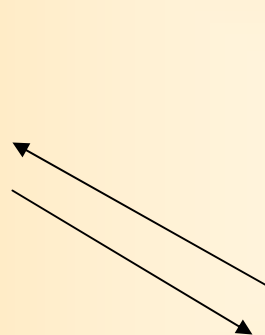
# Relationships



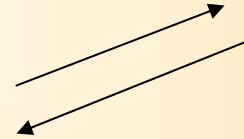
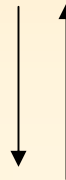
## Army G-4



**Installation  
Management  
Agency**



**ACES  
Executive Agent of  
Army G-4**



**Major  
Commands**



**“The eyes and Ears of the QM General, Army G-4 and the Installation Management Agency”**



# Food Management Teams



## Regulatory Policy & Procedures

- **DoD Manual 1338.10 – Manual for the Department of Defense Food Service Program, Nov 78, chapter IV, paragraph b.**
- **AR 30-22 – The Army Food Program, Aug 02, paragraph 3-49.**
- **DA PAM 30-22 – Operating Procedures for the Army Food Service Program, Aug 02, paragraph 3-67.**



# Food Management Assistance Team



## Mission

- **Assist in raising the quality of the installation Food Service Program and increasing the effectiveness by identifying programs that are functioning well or that may require improvement.**
  
- **Visits**
  - **Scheduled- Provide assistance in all areas of food service operations. Each installation worldwide every 18 months.**
  - **Requested- Respond to particular problems identified by the command.**





# Visit Objectives



- **Ensure regulatory policies and procedures are uniformly applied to the installation Food Service Program.**
- **Instill food service management discipline.**
- **Record observations to assist in improving the program and provide a basis for follow-up actions.**





# Emphasis Areas



## ❖ Installation Food Service Program

- Management of the Program
- Budget Development & Execution
- Contract Development & Surveillance
- Dining Facility Utilization
- Dining Facility Modernization
- Kitchen Equipment Replacement
- Subsistence Prime Vendor Program
- Food Service Management Board
- Subsistence Entitlements



# Emphasis Areas



## ❖ Dining Facility Operations

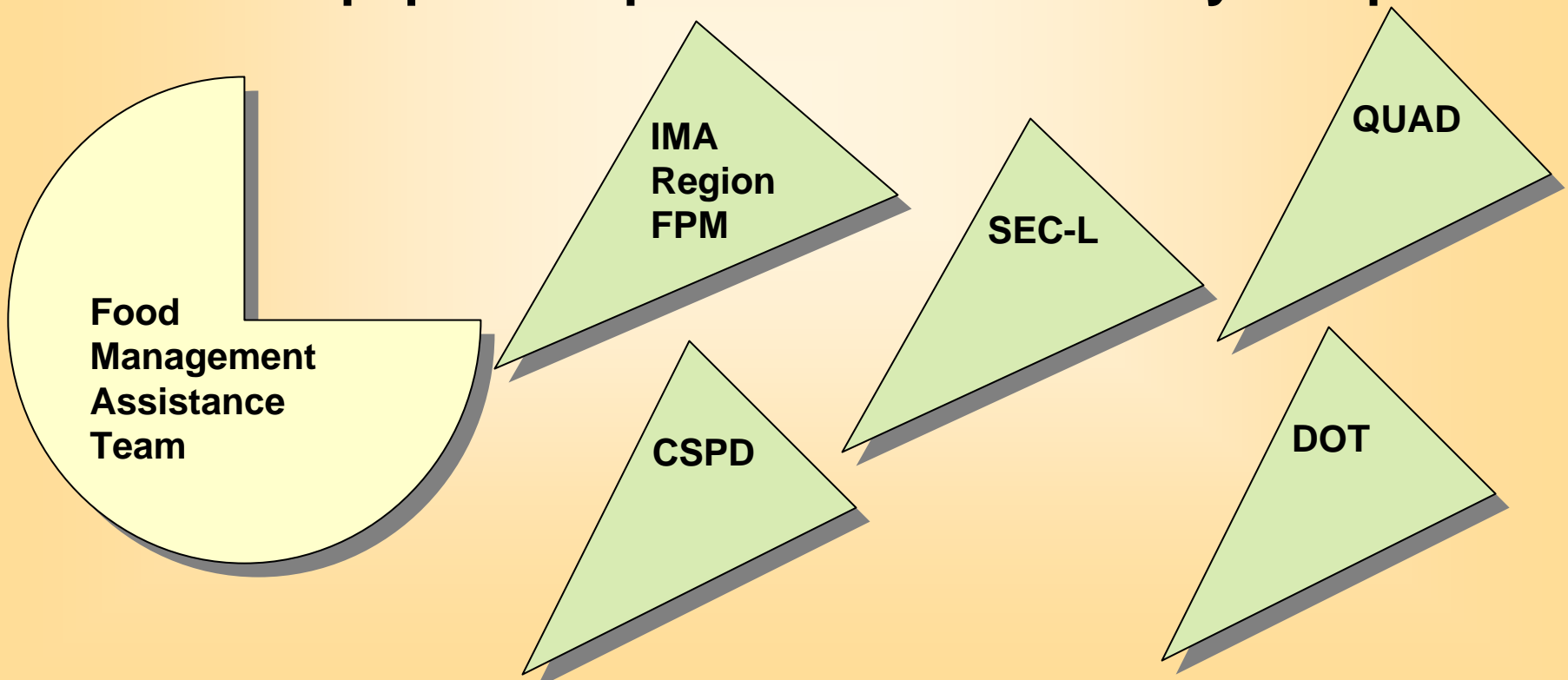
- Administration
- Accounting
- Inventory
- Food Protection & Sanitation
- Food Preparation & Service
- Adherence to the Army Menu Standards
- Safety & Energy Conservation
- Personnel Issues



# FMAT Core Members



- **Food Service Systems Analyst** 26+ yrs exp.
- **Food Service Senior NCO** 22+ yrs exp.
- **FED Equipment Specialist** 20+ yrs exp.







# Visit Facts



- **Average length of each visit – 5/7 days**
- **Average number of visits per year – 21 to 24**
- **Leverage technology**
  - **Video Teleconferencing**
  - **Decision Support System**
- **Prepare memorandum of visit**
  - **Observations**
  - **Recommended Corrective Actions**
- **Review of systemic program shortfalls identified with recommended solutions complied**



# Cause / Effect of ongoing Combat Operations



## ❖ Contracting Operations

- **Lack of 92G to run Garrison DFAC Operations**
  - Unit Deployment/Redeployment training cycles
- **Garrison DFACs still operating**
  - Mobilization of ARNG/USAR
- **Rapid growth of additional contracting**
  - DFA to FFS
  - Direct Hire Cooks
  - Combination of 92G/Contract/Direct Hires
- **Coordinate closely with command for timelines on deployment/redeployment.**

**Training Issues**



# Management Assistance Division



## FMAT Charter

- **Responsible for worldwide assessment of the Army Food Program.**
- **Provide senior food advisory assistance at the IMA-Region, MACOM, Installation, and dining facility level worldwide (CONUS and OCONUS locations).**
- **Support the Army in the field by providing Food Program assistance as required - both on-site and via video teleconference to commands and installations.**



# Management Assistance Division



## Chief, MAD

- **CW4 Arnoldo Montiel, Chief, Management Assistance Division**

## Current FMAT Members

- **Mr. H.T. Hill, Team Chief, Management Assistance Team**
- **Mr. Andy Pisney, Team Chief, Management Assistance Team**
- **SGM Emanuel Carter, Food Program Ops NCO**
- **MSG Stephen Primeau, Food Program Ops NCO**
- **Mr. Wardell Carey, Equip Specialist**
- **Mr. Rod Pigott, Equip Specialist**



# Management Assistance Division



## What can we do to make a good food program better?

### **Current Trends, Challenges & Corrective Action**





# Systematic Trend Areas



- Account Management
- Inventory Management
- Training Programs
- AFMIS
- Equipment and Facilities
- Contracting Operations
- Other Areas
  - Formal Written Action Plan
  - Dining Facility Utilization



# FY 2005 Dining Facility Accounts



- **FY Dining Facility Account Status Summary**
  - Data taken from DSS
  - Not all dining facility accounts were open all 12 months during the fiscal year. Installations opened and closed facilities based on mission/deployment requirements.
- **Dining Facilities**
  - ✓ Under Spent – 250 (69%)
  - Over Spent - 113 (31%)
    - **Installations**
      - ✓ Under Spent – 32 (63%)
      - Over Spent – 19 (37%)
    - **Regions**
      - ✓ Under Spent – 5
      - Over Spent – 2
- **Army** – Under Spent - \$1,107,871



# Account Management



## **Trend:**

- Accounts exceed the year-to-date management factors (plus 3% - minus 10%) throughout the fiscal year.

## **Contributing Factors:**

- Responsible food advisors not completing the analysis and validation of the dining facility account at the conclusion of each accounting period as required by para. 3-45, DA PAM 30-22.
- Food Program Managers not completing the midyear financial review as required by para. 3-15, AR 30-22.
- Account management standards often not contained in installation FFS or M&FP contracts.
- Account management may shift from military to contractor (or visa versa) during the fiscal year due to deployment/redeployment.
- Relief for loss not accomplished when conditions indicate it should be used.
- Dining Facility Managers unfamiliar with menu planning process utilizing steps in projections, pre-costing, service tracking and post meal analysis.

## **Recommendations:**

- Continue to emphasize the requirements for the FPM and responsible food advisor to analyze and validate accounts and recommend relief for loss when appropriate.
- Put specific account management standard paragraph in DA Prototype PWS.
- Emphasize the requirement to put a statement concerning the account status in the Food Service Management Board Minutes as required by Appendix F, DA PAM 30-22.
- Change DSS to reflect year-to-date deviation percentage on account status summary (instead of monthly).



# Dining Facility Inventory Data



- End of September Authorized Inventory Objective Summary
  - Data taken from DSS.

	<u>2005</u>	<u>2004</u>	<u>2003</u>
DFACs Under Objective	43 (15%)	59 (21%)	58 (21%)
DFACs Over Objective	235 (85%)	225 (79%)	217 (79%)
Avg \$\$ Per DFAC Over	\$12,810	\$11,058	\$13,051



# Inventory Management



## **Trend:**

- Dining facilities exceeding their authorized inventory objective.
  - Inventory level maintained high not to run out (lack of trust in 6-day standard).
  - Inventory level not linked to actual production requirements (non-moving items).

## **Contributing Factors:**

- Dining Facility Managers seldom review or submit ration orders.
- Inventory objective not a punitive standard.
- Dining Facility Managers and Food Program Managers do not utilize the adjustment to the inventory level policy (when appropriate) IAW para. 3-24, AR 30-22.

## **Recommendations:**

- Incorporate inventory planning capabilities (par level management) into the future Common Food Management System.
- Update inventory objective standard in the DA Food Service Prototype.





# Training Programs



## **Trend:**

- Food service training programs are not continuous nor well documented.

## **Training Areas that need Additional Emphasis:**

- Food Risk Management
- Sanitation Certification
- Sanitizing Procedures
- Recipe & Production Schedule Utilization
- Progressive Cookery

## **Contributing Factors:**

- Military food service training documentation is decentralized and based at DFAC level.
- Current food service regulations do not contain quality training documentation example.
- Contract CORs/PAEs not enforcing the terms of the contract relating to training requirements.

## **Recommendations:**

- Incorporate risk management documentation into the future Common Food Management System.
- Explore feasibility of establishing food service life-cycle certification training database.
- Revise OJT training guidance contained in FMs 10-23 and 10-23-2. Include specific example of training documentation standards.



# AFMIS



## **Trend:**

- AFMIS operations require additional training.

## **Areas that need Additional Emphasis:**

- Menu planning & management processes.
  - Menu costing/SOPs/production schedule procedures.
- Kitchen equipment replacement process.
- IFA functions (MIF Reconciliation/Recipe Updates).
  - TM 10-412 still being used in dining facilities.

## **Contributing Factors:**

- Increase in contractors (TISA-FFS-M&FP).
- PVT-SPC often performs DFAC AFMIS administrative functions.

## **Recommendations:**

- Study feasibility of providing AFMIS overview in 92G AIT.
- Continue to provide AFMIS training on FMAT visits.
- Catalog to MIF to Recipe (Ingredient & Cost) replacement processes should be automated in the future Common Food Management System.



# Equipment and Facilities



## **Areas:**

- Dining Facility Infrastructure.
- Food Service Equipment (FSE).
- Equipment Replacement Records.

## **Observations:**

- Excessive wear and tear on building structures.
- Plumbing too small or worn out.
- Electrical system outdated/will not support new state-of-the-art equipment requirements.
- Sewage systems outdated.
- Vitalization and fire suppression systems inoperative.
- Leaky roofs.
- Equipment exceeding its life expectancy.

## **Contributing Factors:**

- Facilities that are over 30 years old.
- Renovations on the front of the house only.
- Inadequate funds allocated for equipment replacement.
- Inadequate FSE operator training and support maintenance.

## **Recommendations:**

- Food Program Managers and food advisors should work closely with the Installation Master Planners on MCA projects.
- Installations should contract FSE maintenance.



# Contracting Operations



## **Trend:**

- Contracting operations require additional emphasis at the installation level.

## **Areas that need Additional Emphasis:**

- Installations utilizing the Army Food Service Prototype and PAP.
- Ensuring the Installation has an adequate number of PAEs depending upon the amount of contracting being done.
- Performing quality surveillance of the contractors.
- COR/PAE certification training.

## **Contributing Factors:**

- Increased contract operations due to OIF/OEF.

## **Recommendations:**

- Functionally certify all installation food service contracts (IMA working).
- ACES continue to provide COR/PAE training at Installations.
  - Create contract refresher training for ACES website.
- Continue to provide contract SME for FMAT visits (when appropriate).



# Additional Areas



## **Formal Written Action Plans**

- Tactical Food Advisors/Food Program Managers not utilizing.
- No established format (example) in current regulatory guidance.
  - Action Plans reviewed are often a written narrative of an inspection.

## **Dining Facility Utilization**

- Consolidation not feasible due to location of facilities (no more low-hanging fruit).
- Closing of facilities that do not meet the 65% utilization goal can result in a loss of food service capability (i.e., installations with one DFAC).
  - Loss of capability could be factor during increased threat levels.
  - Overseas areas have a lack of suitable dining alternatives.
  - SIK diners must have suitable alternatives if put on BAS (not Burger King).
  - Antiquated barracks do not have food storage/preparation capabilities.
- Civilian use of dining facilities continues from 9/11.
  - Food Program Managers should review and revalidate requirement annually.





# Management Assistance Division



## Dining Facility Management

- DFAC MANAGEMENT TWO, THREE DEEP CONCEPT
- MENTORSHIP PROGRAM SENIORS TO JUNIORS
- Senior DFAC staff supporting FOS.
- Organization Command element supporting DFAC FOS.



# Management Assistance Division

## Bottom Line



***Only we, the food service community, can make a good food service program better.***

***FMAT's objective is to assist you in achieving and maintaining excellence in Army Food Service Operations***

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# Management Assistance Division



# Questions?